

	PLANNING PROCESS	Operations Order 3.5.00
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1. **PLANNING PROCESS/POLICING PLAN**

A. Developed to establish the overall focus of the Department's planning efforts as directed by the Police Chief.

- (1) The strategic direction and priorities of the Department are outlined in the Phoenix Police Department (PPD) Policing Plan that is published every two years in an even-numbered year.
- (2) The Strategic Management Team (SMT) of the Planning and Research Bureau (P&R) will facilitate, coordinate, and monitor the planning process from development through evaluation.
- (3) The planning process does the following:
 - (a) Provides clarity and direction by providing a common understanding about top priorities as the Department moves into the future.
 - (b) Identifies major issues and focuses collective energies on those issues.
 - (c) Promotes the Department's Purpose Statement and Guiding Values.
 - (d) Allows the Department to ask our internal and external customers for input that defines issues and provides direction.
 - (e) Analyzes crime trends, Department workload, capital improvement needs, anticipated population trends, anticipated personnel levels, anticipated equipment needs, and other factors as directed by the executive assistant police chief.
 - (f) Develops the Policing Plan that encompasses a two-year period.
- (4) The Policing Plan will be flexible and modified as needed to address change.
- (5) Department-wide planning activities for future plans will commence in the spring of even-numbered years.
 - (a) High priorities are identified and pursued.
 - (b) Common agreement about which areas of concern should be emphasized in day-to-day and longer-range decision making.

B. **Major Steps in the Policing Plan Process**

(1) **Step I - Identify and Prioritize Issues**

- (a) Develop and disseminate a survey instrument for Department employees and the community.
 - Both surveys will be conducted in the fall of odd-numbered years.
- (b) Compile, interpret, and disseminate results from surveys in a timely manner.

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1. B. (2) Step II - Goal Setting

- (a) Bureau/Precinct commanders/administrators will convene personnel from all levels and areas of the organization to establish Department goals for their specific area.
- (b) Each set of goals will define the overall direction to be pursued.
- (c) Department goals will be presented at the Spring Planning Conference for final approval.
- (d) Department goals and strategies are established by bureau/precinct commanders/administrators and approved by executive staff for the two-year Policing Plan.

(3) Step III - Development of Performance Achievement Plans (PAPs)

- (a) The PAP represents the single-most effective tool available for establishing goals.
 - It is the chain that connects the Department's purpose and values.
- (b) The PAP is the primary, but not the only, vehicle for implementing strategic and tactical plans.
- (c) Each bureau/precinct commander/administrator will direct the appropriate personnel to design bureau/precinct PAP strategies that will contribute to achieving goals approved at the Spring Planning Conference.
- (d) SMT may be used as a resource to facilitate further development of PAP strategies.
- (e) PAP strategies should reflect employee input, support goal achievement, and identify specific results sought, not just activities, such as the percent of accident reduction versus the number of citations issued.
- (f) Emphasis will be on integrated, creative approaches that may cross organizational lines and shift resources or restructure within divisions, bureaus, or precincts.
- (g) Division commanders will review plans developed by each commander/administrator for feasibility and conflicts relating to resources or Department priorities.
- (h) Department goals and strategies will be placed in the Mid-Year Reporting book of the PAP Excel document provided by the City for all executives and middle managers.
- (i) Policing Plan PAP goals will be worded identically to ensure focus on the same issues across division lines.
- (j) PAP points will be developed according to the following standard, City and Department goals will be included in each of the areas:
 - 25 Points - Customer Perspective
 - 25 Points - Internal-Business-Process Perspective
 - 25 Points - Learning and Growth Perspective
 - 25 Points - Financial Perspective
- (k) The executive assistant police chief will review PAP goals and strategies for all identified Policing Plan issues to identify and correct conflicts or contradictions.

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1. B. (3) (l) Once approved, PAPs will be distributed through their respective lines of authority.
 - (m) All personnel will have access to and be briefed about the contents of the PAP in effect for their division/bureau/precinct.
 - (n) Commanders/administrators will facilitate development of new Performance Management Guide (PMG) Goal Setting Worksheets for all employees in their span of control, to include goals related to current Policing Plan issues.
- (4) Step IV - Publication, Monitoring and Evaluation of the Plan
 - (a) SMT will coordinate the design, publishing, and distribution of the Policing Plan.
 - (b) PAP results will be gathered and submitted mid-year (mid-January), and at the conclusion (mid-July), and submitted to SMT for processing and submittal to division commanders.
 - (c) Division commanders will be responsible for reviewing and evaluating these reports with middle managers in a timely manner and making adjustments as needed.
 - (d) SMT will coordinate the Department's PAP reporting and submittal to the City Manager's Office.

Last Organizational Review: